Science and Technology Strategic Plan

United States Special Operations Command

2013

AIRBORNE

UNITED STATES NAVAL SPECIAL WARFARE COMMAND

SPECIAL OPERATIONS COMMAND UNITED STATES MARINE CORPS FORCES

AIR FORCE SPECIAL OPERATIONS COMMAND

JOINT SPECIAL OPERATIONS COMMAND

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James W. Cluck
Acquisition Executive, USSOCOM

SUBJECT: 2013 United States Special Operations Command Science and Technology Strategic Plan

1. The United States Special Operations Command (USSOCOM) 2013 Science and Technology (S&T) Strategic Plan is approved. This plan focuses and integrates USSOCOM's S&T efforts and establishes the Special Operations Advanced Technology Collaborative (SOATC) process to achieve a more capable, innovative, revolutionary, and responsive Special Operations force.

2. The Director of Science and Technology is directed to implement this plan; USSOCOM Headquarters, Centers, and Components will support the Director as required. ***February 2013***

Director of Science and Technology Introduction

The Commander, USSOCOM and Acquisition Executive continue to support an S&T enterprise that creates a more capable, innovative, revolutionary, and responsive force. My vision for USSOCOM S&T has four key tenets: synchronize, collaborate, leverage, and develop. This plan provides guidance and describes S&T's strategy, organization, and functions for the Command. Some concepts are new—formalizing the SOATC and technology discovery as elements of our responsibilities.

This plan is my direction for the S&T enterprise to support the Commander's vision.

Lisa R. Sanders
Director S&T

USSOCOM S&T Vision

A Special Operations force, empowered with the newest technologies and capabilities, able to operate in any environment, work effectively with partners, and defeat all adversaries

The 2013 United States Special Operations Command Science and Technology Strategic Plan describes the vision, strategy, organization, and functions for the S&T Directorate (SORDAC-ST). The S&T Strategic Plan links the S&T enterprise to the Command and its components, and serves as a reference for Department of Defense (DoD) agencies, Military Departments, National Laboratories, other government agencies, industry partners, and academia to understand the focus and direction of USSOCOM's S&T efforts.

Delivering capabilities into the hands of SOF operators

Strategic Environment

US Special Operations Forces operate in a dynamic environment where strategic trends and challenges are producing a distinct change in the character of conflict. Increasing threats from ungoverned spaces and failed states are often coupled with emerging technologies which enable the movement of adversaries, fabrication of weapons, and export of extremist ideologies. Insurgents, transnational terrorists, criminal organizations, nation states and their proxies exploit gaps in policy developed for the more predicable world of yesterday.

"...threats are networked, adaptable, and empowered by cyberspace to find new ways to recruit, train, and operate. In short, the strategic environment is changing - quickly and constantly."

ADM William H. McRaven

USSOCOM's missions, roles, and responsibilities include synchronizing plans for global operations against terrorists and their networks. USSOCOM must fully understand and explore the next engagement environment. New technologies, introduced with agility and speed, will empower USSOCOM to succeed.

S&T Organization

Director

Deputy Director

Administration

Technology Discovery

- Seek Solutions
- Team Lead (Scout)
- Synchronize
- Collaborate
- Leverage

Technology Enablers

- Develop
- Team Lead (Transition)
- Team Lead (Enabler)
- Team Lead (International)
- S&T Projects/Funding
- SBIR & JCTD Projects/Funding
- Transition Roadmaps

Technology Evaluation

- Assess/Demonstrate
- Team Lead (Experimentation)
- Tactical Network Testbed (TNT)

S&T information can be found at: www.socom.mil/sordac/Pages/Programs.aspx

Science and Technology Priorities

USSOCOM's S&T activities support the Command's acquisition processes. Specifically, SORDAC-ST:

- Seeks out visionary and non-traditional approaches through collaborative engagement
- Conducts technology discovery and longer term technology development efforts across the S&T enterprise to provide revolutionary, game-changing capabilities for the future force
- Finds mature technologies that provide operational enhancements for emerging SOF mission needs and facilitates integration to support SOF programs
- Coordinates and leverages technology efforts, people, money, and assets to maximize efficiency and effect for USSOCOM

Planning, Refinement, and Selection

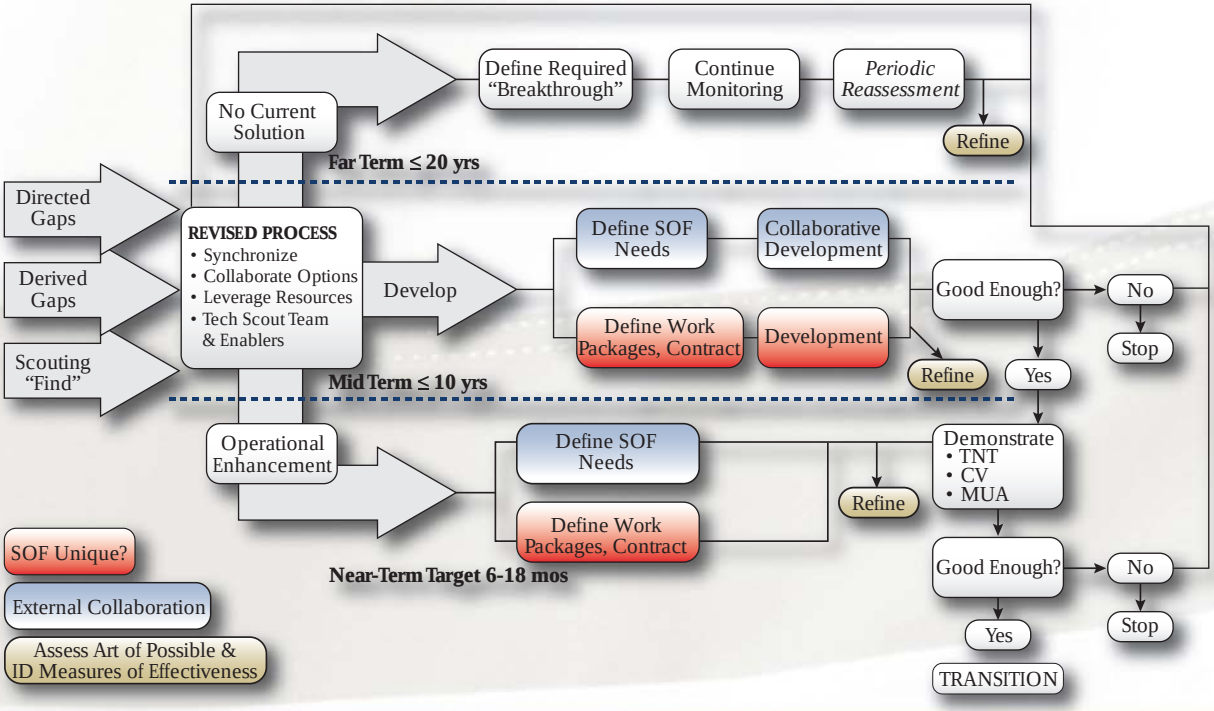
SORDAC-ST supports USSOCOM's Strategic Planning Process (SPP) through the identification of transformational technological opportunities and/or technology refresh for insertion into ongoing evolutionary development efforts to support Commander-driven Lines Of Operation priorities, operational concepts, and capabilities development. The SPP integrates, synchronizes, and optimizes TSOC, NATO SOF Headquarters, Component, and HQ USSOCOM (stakeholders) efforts. SORDAC-ST also addresses prioritized USSOCOM capability gaps as part of their S&T Project Selection and Management Process to provide solutions that satisfy SOF stakeholders' needs.

Specific Focus Areas can be found at: www.socom.mil/sordac/Pages/AreasOfInterest.aspx

The USSOCOM S&T tenets are Synchronize, Collaborate, Leverage, & Develop:

- **Synchronize**—focus efforts across the S&T enterprise, build seamless relationships, maintain cognizance of all activities, and share information
- **Collaborate**—from groups and workshops both physically and virtually to stimulate discovery, innovation, and development
- **Leverage**—identify opportunities and leverage efforts, people, money and assets to maximize efficiency and effect
- **Develop**—provide operational enhancements and revolutionary capabilities for the force

USSOCOM's Science and Technology Directorate's Special Operations Advanced Technology Collaborative (SOATC) process and restructuring of resources fully implements the Commander's guidance to provide revolutionary, game-changing capabilities to SOF. Through comprehensive technology assessments, the SOATC will be used to assess SOF's critical capability and technology needs and develop strategies to meet them. SORDAC-ST is pursuing a technology development strategy for the mid- to far-term—3-20 years.



The SOATC process aligns SOF capability gaps with technology enablers and developers, focuses ongoing efforts across the S&T enterprise and identifies additional innovation that is required to address these gaps. Many organizations conduct research and development activities that often overlap SOF interests—the SOATC will improve coordination and collaboration among various research organizations to efficiently deliver technology to overcome USSOCOM's technology challenges.

Technology Discovery

Technology discovery will seek out solutions to problems in two different ways. The first approach seeks viable solutions to known requirements. The second will be the realization of a new technology which presents a capability opportunity, for which there may be no requirement. These technologies and capabilities will deliver revolutionary, game-changing solutions to Special Operations warfighters.

Technology Enablers

Operational Enhancements focus on inserting new technologies and capabilities into the battlefield. Hardware and software items technology will be adapted, modified, and integrated to meet SOF operational needs. Technology Roadmaps are developed, coordinated, and integrated with each USSOCOM Program Executive Office to improve the ability to select, manage, and transition projects funded by core research, Small Business Innovation Research, Comparative Testing, and International Project Agreements. These roadmaps guide USSOCOM resourcing to meet multiple SOF requirements, critical gaps, and needs while increasing the potential for technology transitions. Acquisition programs transition equipment and capabilities from successful S&T projects, Small Business Innovation Research efforts, and/or international collaborative projects. This focus will result in increased capabilities for SOF operators.

Technology Evaluation

SORDAC-ST, in collaboration with various partners, continues to sponsor technical experimentation, aka TNT events, to provide focus for industry's emerging technologies and capabilities to support SOF. Technical experimentation creates synergy among industry partners and academia; allows interim assessment of technology as it is being developed; and connects SOF operators to developers.

Technology Relationships

USSOCOM, as a Combatant Command, develops an annual S&T Integrated Priority List (STIPL) that outlines its broader capability needs to the DoD Research and Engineering community.

USSOCOM's Technology and Industry Liaison Office (TILO) provides an initial point of contact for industry to present their products, services, or innovative concepts to the Command. The S&T Directorate provides scientific, technical, and engineering assistance to the TILO to assess this information. In addition, the TILO assists the Directorate in maintaining information on industry capabilities.

USSOCOM TILO information is available at: www.socom.mil/sordac/Pages/SubmitYourIdea.aspx

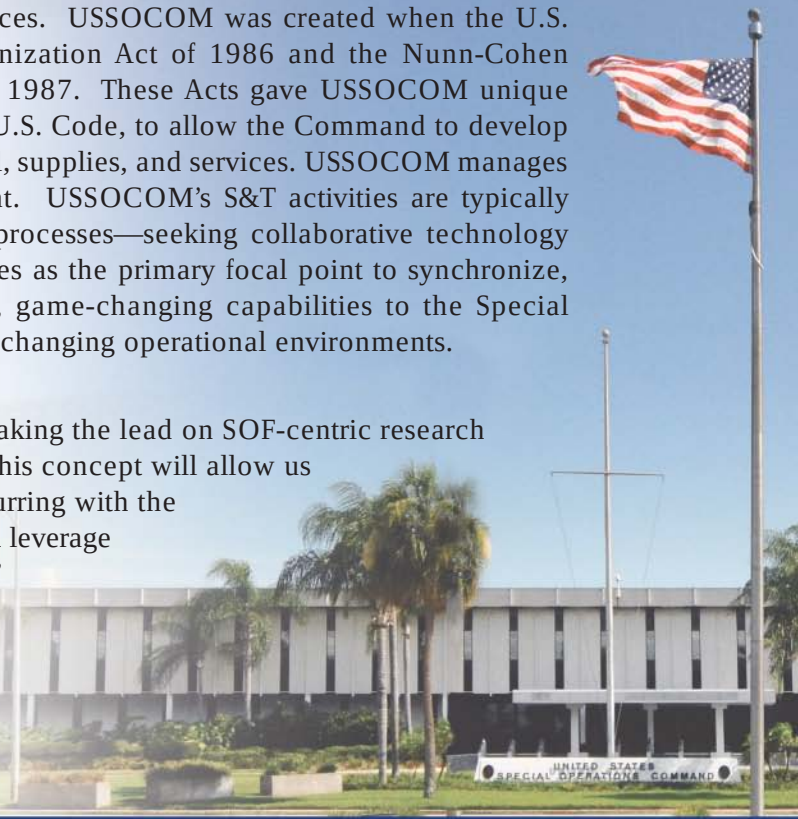
SORDAC-ST's International Capabilities Development Office oversees the Special Forces Equipment Capability Memorandum of Understanding with Special Forces from the United Kingdom, Australia, and Canada. USSOCOM's international efforts focus on more mature technologies that can become rapid capability insertions, leveraging partner nation research and development capacity through mutual collaboration.

Authorities

USSOCOM is a unique Combatant Command—one which can define its own requirements; develop materiel solutions; and equip, train, and employ its forces. USSOCOM was created when the U.S. Congress enacted the Goldwater-Nichols Defense Reorganization Act of 1986 and the Nunn-Cohen Amendment to the National Defense Authorization Act of 1987. These Acts gave USSOCOM unique budgetary and acquisition authorities, described in Title 10 U.S. Code, to allow the Command to develop and acquire Special Operations-peculiar equipment, materiel, supplies, and services. USSOCOM manages the entire life-cycle process for its systems and equipment. USSOCOM's S&T activities are typically pre-requirement, and support the Command's acquisition processes—seeking collaborative technology solutions to address SOF peculiar needs. SORDAC-ST serves as the primary focal point to synchronize, develop, and deliver technology to provide revolutionary, game-changing capabilities to the Special Operations warfighter to mitigate high threats in continually changing operational environments.

"SORDAC is always pursuing technology innovation and is taking the lead on SOF-centric research and development programs through an S&T collaborative. This concept will allow us to better synchronize SOF-related technology initiatives occurring with the Department of Defense, collaborate with our stakeholders and leverage external capital opportunities as we address capability gaps."

James Cluck
Acquisition Executive

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